

**1. PARTIES**

The Montana Department of Corrections (DEPARTMENT) and The Pacific Institute (CONTRACTOR) enter into this Contract (09-031-HRD). The parties' names, addresses, and telephone numbers are as follows:

Montana Department of Corrections  
Human Resources Division  
1539 11<sup>th</sup> Avenue  
PO Box 201301  
Helena MT 59620-1301  
(406) 444-3930

*The Pacific Institute*  
*1709 Harbor Avenue SW*  
*Seattle WA 98126*  
*800-426-3660*

**DEPARTMENT AND CONTRACTOR, AS PARTIES TO THIS CONTRACT AND FOR THE CONSIDERATION SET FORTH BELOW, AGREE AS FOLLOWS:**

**2. DUTIES/RESPONSIBILITIES OF CONTRACTOR**

CONTRACTOR agrees to provide training to staff at Montana State Prison and Montana Correctional Enterprises with the intent of successfully establishing a leadership team vision based upon a "Doing it better than it's been done before" theme. Training to be provided is identified in the outline attached to this Contract and included by reference as Attachment 1.

Training will be presented at an MSP-area location at times and dates mutually agreed upon by all parties.

**3. COMPENSATION/BILLING**

DEPARTMENT shall compensate CONTRACTOR for successful delivery of training services [provided pursuant to Section 2] in the following manner:

- A. DEPARTMENT shall pay CONTRACTOR a total of **\$35,000.00** (thirty-five thousand and 00/100 dollars) total for the services described herein. This rate is inclusive of all travel, lodging, meals, training materials, and workbooks. Payment will be made after completion of each segment of training identified in Attachment 1.
- B. DEPARTMENT agrees to pay CONTRACTOR within 30 days following receipt of a correct invoice.
- C. DEPARTMENT may withhold payments to CONTRACTOR if CONTRACTOR has not performed in accordance with the terms of this Contract.
- D. The Contract number must be referenced on all invoices and correspondence pertaining to this Contract.

**4. AGENCY ASSISTANCE**

To the extent possible, CONTRACTOR shall use its own facilities and equipment in providing the services set forth in Section 2. However, the parties recognize that services provided to DEPARTMENT may occur within the confines of a secure correctional facility necessitating the use of DEPARTMENT facilities and equipment including, but not limited to, access to inmate records, work space within a

correctional facility, and telephone service (e.g., Montana State Prison and Montana Women's Prison do not allow wireless phones within facility).

**5. TIME OF PERFORMANCE**

This Contract shall take effect upon receipt of final contract signature and shall terminate upon completion of the trainings - not to extend beyond June 30, 2010.

**6. LIAISONS AND NOTICE**

- A. Curt Swenson, Training Bureau Chief, (406-444-3909) 1539 11<sup>th</sup> Avenue, Helena, MT 59620 or successor serves as DEPARTMENT'S liaison.
- B. Rona Brunson, (206-715-1805) 1709 Harbor Avenue SW, Seattle WA 98126 or successor serves as CONTRACTOR'S liaison.
- C. All notices and invoices required in this Contract shall be in writing, properly addressed to the liaison in (A) and (B) above, mailed first-class, postage prepaid. All notices sent via U.S. Postal Service are deemed effective on the date of postmark. Notices and invoices mailed through another carrier (e.g., UPS or FedEx) are effective upon receipt.

**7. OWNERSHIP AND PUBLICATION OF MATERIALS**

All materials CONTRACTOR develops or utilizes (i.e., reports, spreadsheets, etc.) in performing the services set forth in Section 2 above shall be the sole property of DEPARTMENT.

**8. COMPLIANCE WITH WORKERS' COMPENSATION ACT**

Neither CONTRACTOR nor its employees are employees of the State. In accordance with sections 39-71-120, 39-71-401, and 39-71-405, MCA, Contractors are required to comply with the provisions of the Montana Workers' Compensation Act while performing work for the State of Montana. CONTRACTOR shall provide proof of compliance in the form of workers' compensation insurance, an independent contractor exemption, or documentation of corporate officer status and maintain such insurance, exemption, or corporate officer status for the duration of the contract. CONTRACTOR shall submit a copy of all renewals of expired insurance and exemptions to: Department of Corrections, Contracts Management Bureau, Attn: Contracts Manager, PO Box 201301, Helena, MT 59620-1301.

**9. HOLD HARMLESS AND INDEMNIFICATION**

CONTRACTOR agrees to protect, defend, and save the State, its elected and appointed officials, agents, and employees, while acting within the scope of their duties as such, harmless from and against all claims, demands, causes of action of any kind or character, including the cost of defense thereof, arising in favor of CONTRACTOR'S employees or third parties on account of bodily or personal injuries, death, or damage to property arising out of services performed or omissions of services or in any way resulting from the acts or omissions of CONTRACTOR and/or its agents, employees, representatives, assigns, or subcontractors - except the sole negligence of the State under this agreement.

**10. INSURANCE**

- A. **General Requirements:** CONTRACTOR shall maintain for the duration of the Contract, at its cost and expense, insurance against claims for injuries to persons or damages to property,

including contractual liability, which may arise from or in connection with the performance of the work by CONTRACTOR, agents, employees, representatives, assigns, or subcontractors. This insurance shall cover such claims as may be caused by any negligent act or omission.

**Primary Insurance:** CONTRACTOR'S insurance coverage shall be primary insurance as respect to the State, its officers, officials, employees, and volunteers and shall apply separately to each project or location. Any insurance or self-insurance maintained by the State, its officers, officials, employees or volunteers shall be in excess of CONTRACTOR'S insurance and shall not contribute with it.

**Deductibles and Self-Insured Retentions:** Any deductible or self-insured retention must be declared to and approved by DEPARTMENT. At the request of DEPARTMENT either: (1) the insurer shall reduce or eliminate such deductibles or self-insured retentions as respects the State, its officers, officials, employees, and volunteers; or (2) CONTRACTOR shall procure a bond guaranteeing payment of losses and related investigations, claims administration, and defense expenses.

**Certificate of Insurance/Endorsements:** A certificate of insurance from an insurer with a Best's rating of no less than A- indicating compliance with the required coverages must be received by the Contracts Manager, PO Box 201301, Helena, MT 59620-1301 prior to start of work under this Contract. CONTRACTOR must immediately notify DEPARTMENT of any material change in insurance coverage, such as changes in limits, coverages, policy status, etc. DEPARTMENT reserves the right to require complete copies of insurance policies at all times.

- B. **Specific Requirements for Commercial General Liability:** CONTRACTOR shall purchase and maintain occurrence coverage with combined single limits for bodily injury, personal injury, and property damage of \$300,000 per occurrence and \$600,000 aggregate per year to cover such claims as may be caused by any act, omission, or negligence of CONTRACTOR or its officers, agents, representatives, assigns or subcontractors.

**Additional Insured Status:** The State, its officers, officials, employees, and volunteers are to be covered as additional insureds; for liability arising out of activities performed by or on behalf of CONTRACTOR, including the insured's general supervision of CONTRACTOR; products and completed operations; premises owned, leased, occupied, or used.

## **11. ACCESS AND RETENTION OF RECORDS**

CONTRACTOR agrees to provide DEPARTMENT, the Legislative Auditor, or their authorized agents with access to any records necessary to determine Contract compliance (Ref. 18-1-118, MCA). CONTRACTOR agrees to create and retain all records supporting the services rendered and/or supplies delivered for a period of three years after either the completion date of this Contract or the conclusion of any claim, litigation, or exception relating to this Contract taken by the State of Montana or a third party.

## **12. PUBLIC INFORMATION**

CONTRACTOR recognizes that this Contract may be subject to public inspection pursuant to Article 2, § 9 of the Montana Constitution. DEPARTMENT has a limited ability to assert a privacy interest in the subject matter of the Contract particularly with respect to information which is in the nature of a "trade secret" as the phrase is defined in federal law. In any event, CONTRACTOR agrees to hold

DEPARTMENT harmless from any injury caused, in whole or in part, by the review of this agreement by an entity authorized to do so pursuant to Article 2, § 9 of the Montana Constitution.

**13. ASSIGNMENT, TRANSFER AND SUBCONTRACTING**

CONTRACTOR shall not assign, sell, transfer, subcontract or sublet rights, or delegate duties under this Contract, in whole or in part, without the prior written approval of DEPARTMENT. No such written approval shall relieve CONTRACTOR of any obligation of this Contract and any transferee or subcontractor shall be considered the agent of CONTRACTOR. CONTRACTOR shall remain liable as between the original parties to the Contract as if no such assignment had occurred.

**14. AMENDMENTS**

All amendments to this Contract shall be in writing and signed by the parties.

**15. COMPLIANCE WITH LAWS**

CONTRACTOR must, in performance of work under the Contract, fully comply with all applicable federal, state, or local laws, rules and regulations, including the Montana Human Rights Act, the Civil Rights Act of 1964, the Age Discrimination Act of 1975, the Americans with Disabilities Act of 1990, and Section 504 of the Rehabilitation Act of 1973. Any subletting or subcontracting by CONTRACTOR subjects subcontractors to the same provision. In accordance with section 49-3-207, MCA, CONTRACTOR agrees that the hiring of persons to perform the Contract will be made on the basis of merit and qualifications and there will be no discrimination based upon race, color, religion, creed, political ideas, sex, age, marital status, physical or mental disability, or national origin by persons performing the Contract.

**16. TERMINATION AND DEFAULT**

- A. DEPARTMENT may, by written notice to CONTRACTOR, terminate this Contract in whole or in part at any time CONTRACTOR fails to perform as required in this Contract.
- B. Either party may terminate this Contract without cause by providing written notice to the other as described in this paragraph. The party desiring to terminate the Contract shall provide written notice to the other, which notice will establish a termination date not less than 30 days from the date of such notice. The termination of this Contract shall not limit any party's pursuit of remedies provided in this Contract or otherwise available under the laws of the State of Montana.
- C. DEPARTMENT, at its sole discretion, may, without 30 days notice, terminate or reduce the scope of this Contract if available funding is reduced for any reason.
- D. Failure on the part of either party to perform the provisions of this Contract constitutes default. Default may result in pursuit of a remedy for breach of Contract including, but not limited to, monetary damages or specific performance.

**17. CHOICE OF LAW AND VENUE**

The laws of Montana govern this Contract. The parties agree that any mediation, arbitration or litigation concerning this Contract must be brought in the First Judicial District in and for the County of Lewis and Clark, State of Montana, and each party shall pay its own costs and attorney fees (Ref. 18-1-401, MCA).

18. **LICENSURE**

CONTRACTOR agrees to provide copies of current licenses and certifications that register CONTRACTOR and any associates performing under this Contract.

19. **INTEGRATION**

This Contract contains the entire agreement between the parties and no statement, promises, or inducements made by either party or agents thereof, which are not contained in the written Contract, shall be binding or valid. This Contract shall not be enlarged, modified, or altered except upon written agreement signed by all parties to the Contract.

20. **SEVERABILITY**

A declaration by any court, or any other binding legal source, that any provision of this Contract is illegal and void shall not affect the legality and enforceability of any other provision of this Contract, unless the provisions are mutually dependent.

21. **COMPLETED CONTRACT**

DEPARTMENT cannot disburse any payments under this Contract until a fully executed original Contract is returned to the Department of Corrections, Contracts Management Bureau, PO Box 201301, 1539 11<sup>th</sup> Avenue, Helena, MT 59620-1301.


**SIGNATURE**

**DEPARTMENT**

  
Steve Barry, Administrator  
Human Resources Division

4/30/09  
Date

**CONTRACTOR**

  
Greg Turk, President  
The Pacific Institute *Project Director*

5/6/09  
Date

Approved for Legal Content by:

  
Legal Counsel  
Department of Corrections

4/21/09  
Date

# Attachment 1

## Doing It Better Than It's Been Done Before

In the first segment of our work together, with The Pacific Institute education and the cultural survey, we have facilitated participating leadership's work to build a strong foundation for moving the Montana State Prison and Montana Correctional Enterprises to "doing it better than it's been done before." This effort has included establishing a leadership team vision –

**We are a dynamic, actively engaged (all) staff that shares accountability for teaming to cause excellent security and programming to positively affect recidivism and save lives!**

Additionally, substantive work within our delivery since November has included the group's establishing goal clarity, the beginnings of alignment within Key Result Areas, and action steps for movement. This provides a framework for an increase in collective efficacy and achievement, as well as opportunity for increased performance oriented feedback.

### Established Primary Measurements of Success include

5% Reduction in Recidivism  
Reduction in Employee Absenteeism (Percentage to be established)  
Employee Retention (Percentage to be established)

### Next Steps

- Work with the leadership team that combines MSP and MCE leadership,
- Work with mid-level leadership,
- Work with facilitators delivering education to inmates.

### Step 1:

#### **Leadership Team** (Monthly ½ days)

- a. Continued Team Building for Achievement
- b. Development of Highly Effective Leadership Practices
  1. Modeling and Mentoring "Tool Building"
  2. Leadership Alignment of practices
  3. Leadership Alignment to goals and outcomes

**Outcome:** Leadership operates with clarity of goal and constructive culture practice that quickly moves the organization to action and achievement of outcomes and goals. This initial effectiveness makes significant impact for shaping the organization's culture, normalizing high performance into the future.

### Step 2:

#### **MSP & MCE Mid-level leaders** (Half to full days)

- a. Alignment to mission, vision, goals and outcomes
- b. Shared leadership tool and skill building

(\*Note: **Major Tom Wood** requested a half-day with a group of his leaders to get them "tooled," aligned, and acquainted with TPI education as it applies to correctional officers and leadership. Additionally, there was conversation of working with housing unit and sergeants. These are, in part, reasons for this item. Also, the value of cascading to mid-level leaders who have such great influence and impact creates a "flood" of momentum.)

**Outcome:** Mid-level leaders become synchronized in behavior, attitude, and beliefs with the vision, mission, guiding principles, outcomes, etc., cascading high performance expectations and leadership to staff.

**Step 3:**      **MSP and MCE facilitators (1/2 day)**  
                    a. To support those who deliver cognitive restructuring education to inmates.

**Outcome:** Highly effective facilitators making great impact on inmates, whose lives are being transformed to not recidivate and live as productive and healthy.